SERPENT RIVER FIRST NATION

195 Village Road
Cutler ON, P0P 1B0

Telephone: (705) 844-2418
Facsimile: (705) 844-2757

SRFN Chief and Council Meeting

Thursday, August 13, 2026

Approved Minutes

Chair: James Owl
Council: Nicole Pelletier, Rebecca Csaszar, Angela Trudeau, Justin Urquhart, George Coughlin (zoom), Angela Trudeau
Regrets: Erin Carne
Director of Operations (DOO): None at this time
Staff: Leila Macumber, Director of Health & Wellness
Recording Secretary: Madelaine O'Neill, POLEA

1) Call to Order/Opening Prayer/Remarks:

- The duly convened Chief and Council meeting of Thursday, August 13, 2026 was called to order at 6:00 PM
- Opening prayer/smudge by Councillor Urquhart
- Chief reflected on the previous week's activities and the positive atmosphere during SRFN Annual Heritage Week, extending appreciation to staff and volunteers for their contribution. The recent SRFN Graduation recognized more than 20 graduates, and congratulations were extended to the Cutler Jays on becoming champions. Chief noted that the summer season is beginning to wind down, with additional community activities still to come, including the upcoming trip to Canada's Wonderland on August 24, 2026

2) Adoption of Agenda

MOTION: 2026-08-13-01 **That Chief and Council adopt the Agenda for the Council Meeting of Thursday, August 13, 2026 as presented**	
Moved by	Nicole Pelletier
Seconded by	Rebecca Csaszar
CARRIED	By Consensus

3) Declaration of Conflict of Interest:

- Councillor Csaszar declared conflict on item 10 c) Sponsorship Request for Indigenous Friendship Centre (IFC) Annual Golf Tournament
- Councillor Trudeau declared conflict on item 10 e) Appointment of ELNOS Board Representative

4) Community Presentations:

- None at this time

5) Approval of Previous Minutes

a) June 25, 2026 – Chief and Council Regular Minutes

MOTION: 2026-08-13-02 **That Chief and Council approve the previous Council Meeting Minutes of Thursday, June 25, 2026 as presented**	
Moved by	Nicole Pelletier
Seconded by	Angela Trudeau
CARRIED	By Consensus

b) July 23, 2026 - Chief and Council Regular Minutes

MOTION: 2026-08-13-03 **That Chief and Council approve the previous Council Meeting Minutes of Thursday, July 23, 2026 as presented**	
Moved by	Rebecca Csaszar
Seconded by	Angela Trudeau
CARRIED	By Consensus

6) Business Arising From Previous Minutes:

a) Certificate of Possession (CP) - Follow-up Items

i) Lot Size Historical Information

- Council received an update regarding historical 200’ x 300’ lot size referenced in previous Certificate of Possession (CP) discussions
- Administration advised that no original policy, Band Council Resolution (BCR) or other source document establishing the 200’ x 300’ dimensions as a formal standard has been located
- Historical correspondence from 1989 was identified, indicating that *“land lots requested by community members were generally 200’ x 300’”* providing evidence of historical practice

ii) CP Update

- Council reviewed a briefing note and was advised that all current CP requests remain on hold pending the development of a policy by the Marten Doodem (Lands Committee) to guide how lawful interests in Serpent River First Nation lands are allocated to members
- The current tracking includes five outstanding CP requests previously approved by Council but returned by Indigenous Services Canada (ISC) due to wording errors in the original Band Council Resolution (BCR); five new CP requests received by Lands that have not yet been processed; 22 rent-to-own or otherwise owned homes that may represent potential CP requests; and 43 parcels where lawful interest is currently held by members
- It was also clarified that a CP applies to the land itself and its surveyed boundaries, rather than solely to the house or structure situated on the property. As a result, existing yards, structures, or customary use of an area may not necessarily correspond with the registered survey boundaries
- Upon establishment of CP related policy, the process will require appropriate Council authorization through an original signed BCR allotting the land to the member, confirmation of the individual’s Serpent River First Nation membership, and a copy of the applicable survey instrument
- Depending on the circumstances of an individual property, a new survey may also be required, particularly where existing development does not align with surveyed boundaries or where a home was historically constructed on common Band land without established surveyed lot boundaries

b) RHT Settlement Funds Investment Direction

- Council received a follow-up briefing note regarding the short-term investment options for the Robinson Huron Treaty (RHT) Settlement Funds, as previously directed under Motion No. 2026-07-23-07. The previous direction authorized Serpent River First Nation Administration to work with the Finance Department and the Bank of Montreal (BMO) to invest $200 million in a three-month GIC, provided that the interest rate exceeded the current treasury account rate
- Administration advised that BMO's current rate for a 90-day locked-in investment is 2.49%, compared to the current treasury account rate of 2.80%
- Additional options were presented, including a 180-day term at 2.81%, a 270-day term at 2.98%, and a one-year GIC at 3.17%
- Council discussed the available rates and determined that the settlement funds would remain in the current treasury account at this time, rather than being locked into a longer-term investment

7) Reports:

a) Chief's Report

MOTION: 2026-08-13-04

That Chief and Council approve the Chief's Report for the reporting period of July 18 – August 7, 2026 as presented

Moved by	Rebecca Csaszar
Seconded by	Justin Urquhart
CARRIED	By Consensus

- Chief provided an update on activities and priorities for the reporting period of July 18 to August 7, 2026 and noted that his involvement in day-to-day administrative matters has decreased, with continued focus on political, strategic and external matters
- The report included updates on several ongoing initiatives, including the RHT Annuity Audit, 2025/26 Annual Audit, Water Treatment Plant upgrades, Elders Long-Term Care project, Fall Community Quarterly planning, Strategic Plan development, capital planning, the Acid Site remediation project, and ongoing funding and infrastructure initiatives
- Chief highlighted discussions regarding the Highway-17 resurfacing project, including potential partnership opportunities for SRFN participation
- Chief also provided an update regarding ongoing environmental and land-related matters within SRFN's traditional territory. It was noted that correspondence regarding Serpent River First Nation's position on the proposed Ministry of Natural Resources (MNR) aerial glyphosate spraying activities had been sent and that a response had not yet been received
- Councillor Trudeau noted that the Marten Doodem (Lands Committee) has raised similar environmental concerns, specifically regarding glyphosate spraying and environmental activities with Serpent River First Nation traditional territory
- Concerns were also raised regarding recent Robinson Huron Waawiindamaagewin (RHW) meetings with the Ontario Land Trust Alliance and the need for Council to receive further information and updates. Chief directed that RHW be invited to provide an update at an upcoming Council meeting

b) Director of Operations' Report

MOTION: 2026-08-13-05 **That Chief and Council approve the Director of Operations' Report for the reporting period of July 27 – August 7, 2026 as presented**	
Moved by	Justin Urquhart
Seconded by	Rebecca Csaszar
CARRIED	By Consensus

- The Director of Operations provided an update on administrative and operational activities for the reporting period of July 27 to August 7, 2026
- Staff supervision meetings are progressing, with recurring monthly meetings being established, and follow-up actions arising from the July 23, 2026 Council meeting have been completed
- The Director also participated in community tours of the Water Treatment Plant, Geka Wigwam and Camp Lake Road/Transmission Line areas
- Internal administrative work continues to focus on the development of Standard Operating Procedures (SOPs), regular Senior Management Team meetings, staff supervision, and implementation of administrative systems. Recurring Finance Committee meetings are also being established
- Updates were provided regarding BambooHR and the rollout of Citation Canada training to managers
- The Director reported on several community and external activities, including the Community BBQ hosted by Administration on August 4, 2026, which saw over 100 attendees, and various other external meetings and engagements focused on developing potential employment, training and capacity-development opportunities for SRFN; including energy development, Hydro One activities and the Waasmoowin Project

c) Za-Geh-Do-Win Information Clearinghouse Report

MOTION: 2026-08-13-06 **That Chief and Council approve the Za-Geh-Do-Win Information Clearinghouse Report dated July 10, 2026 as presented**	
Moved by	Angela Trudeau
Seconded by	Justin Urquhart
CARRIED	By Consensus

- Council received a report from Serpent River First Nation's representative on the Za-Geh-Do-Win Board of Directors, regarding recent Board activities, programming, policy development, wellness initiatives and available First Nation library funding
- The report noted that Serpent River First Nation's current seat on the Za-Geh-Do-Win Board continues to be held by a former Council member and that a nomination request for Board representation will be forthcoming. Council briefly discussed identifying a new representative for Serpent River First Nation, with consideration given to representation from the Health and Wellness Department. The Director of Health and Wellness identified the Health Promotion Worker as a potential representative
- Discussion also included potential funding and programming opportunities relevant to Serpent River First Nation, particularly for a library and after-school programming for youth. Chief directed that Administration explore/re-engage available funding opportunities for these initiatives

8) Doodem & Committee Minutes & Reports:

a) Revised Terms of Reference – Makwa Doodem

MOTION: 2026-08-13-07 **That Chief and Council approve the revised Terms of Reference for the Makwa Doodem as presented**	
Moved by	Rebecca Csaszar
Seconded by	Angela Trudeau
CARRIED	By Consensus

- Council reviewed the revised Terms of Reference for the Makwa Doodem, including an update to the committee name from the Mukwa (Bear) Doodem Health Committee to the Makwa Doodem (Bear Clan) Health and Social Services Committee
- The Director of Health and Wellness provided an overview of the revisions, which included updates to the mandate and other provisions to reflect the Doodem's current scope, priorities and practices
- The revised mandate includes continued work related to community wellness, mental health and addictions, including development of an updated strategy and associated Request for Proposals (RFP)
- Council approved the revised Terms of Reference as presented

b) June 17, 2026 – Makwa Doodem Meeting Minutes

MOTION: 2026-08-13-08 **That Chief and Council approve the Makwa Doodem Meeting Minutes of June 17, 2026 as presented**	
Moved by	Angela Trudeau
Seconded by	George Coughlin
CARRIED	By Consensus

9) Standing Items:

a) Audit Update

- Council received an update from the SRFN Finance Manager regarding the status of the 2025/26 FY Audit, which is currently behind the targeted July 31, 2026 completion date
- The SRFN Finance Department advised that BDO has identified five (5) outstanding tasks that remain to be completed before SRFN can proceed with scheduling the audit, including on-site visits and review
- Several factors contributing to the delay were identified, including additional audit workflow requirements, transition within the Finance Department, implementation of new financial systems and processes, outstanding funding reports, and the time required to compile historical financial information, which have been identified as a priority by Leadership
- Finance will continue to provide updates to Chief and Council as the audit progresses
- RHT Annuity Audit: Chief provided a verbal update regarding the draft RHT Annuity Audit. It was identified that certain services and associated fees rendered by external partner(s) during the 2024/25 period had not been included in the draft RHT Annuity audit. It was therefore deferred and returned to the auditors for review and inclusion of the outstanding items before being brought forward again

b) Quarterly Meeting(s)

- Council received an update on planning for the upcoming Community Quarterly Meeting on Saturday, September 19, 2026

- A draft agenda has been prepared, with planning underway for catering, departmental updates and other meeting logistics
- The final agenda is anticipated to be brought forward for review at the next Council meeting

c) RHT/RHTLF (as arises)

- Chief provided a brief update regarding correspondence received from the Robinson Huron Treaty Litigation Fund (RHTLF) regarding the status of the second portion of returned legal fees. It was noted that the funds are currently being retained by the RHTLF pending resolution of ongoing matters, with further updates to be provided as information becomes available

d) CHRT 41 Projects

- Council received an update on the three (3) CHRT 41 projects – Social Services Administration Building (PN – P073293), Community Round House (PN – P073245), Mount Lake Family Cultural Centre (PN – P73315) which are intended to support the eventual transition of First Nations Child and Family Services (FNCFS) services to Serpent River First Nation
- The design award letter has been forwarded to CHRT 41 staff, with acknowledgement and amendment documentation pending. All three project files remain under review, and full design work will proceed once design funding transfers are confirmed

10) <u>New Business:</u>

a) SRFN First Quarter (Q1) Financial Report – April 1 to June 30, 2026

- Council received the First Quarter (Q1) Financial Report for April 1 to June 30, 2026 from the SRFN Finance Manager
- The report provided an overview of revenues and expenditures for the quarter, noting that Indigenous Services Canada (ISC) represented the largest source of funding at approximately $8.05 million
- Residence fees, rental revenue, OLG/OFNLP and other revenue exceeded budget, while Indigenous Services Canada (ISC) and Province of Ontario funding were below budget for the reporting period
- The largest expenditure categories included Per Capita/Honorarium distributions, wages and benefits, and Housing/Infrastructure
- Overall results reflected strong revenue performance in several areas and lower operational spending in some categories, with continued monitoring required
- The SRFN Finance Department also provided an update on the implementation of "Reach Reporting" to the department's accounting software, which will support more concise financial reporting and dashboard-style information for Chief and Council
- Quarterly financial reporting will continue, with reporting tools to be further developed based on Leadership feedback

b) Serpent River First Nation Limited Partnership (SRFN LP) – Q1 Reports & Board Matters

i) SRFN LP Q1 Operational Report - April 1 to June 30, 2026

- Council reviewed the SRFN Limited Partnership Q1 Operational Report for April 1 to June 30, 2026
- Councillor Trudeau reviewed highlights from the written report, which provided updates on the Limited Partnership's administrative activities, operations, business development initiatives and implementation of previous Council direction
- Highlights included the transition to new accounting and payroll systems, operational updates for the Serpent River Trading Post and Agawa operations, implementation of asset transfers previously approved by

Council, local marketing and business development initiatives, and ongoing work related to funding and strategic planning
- Council discussed the benefit of having an LP Board representative attend future quarterly reporting presentations to speak directly to the report and respond to questions from Council

ii) SRFN LP Q1 Financial Report - April 1 to June 30, 2026

MOTION: 2026-08-13-09
That Chief and Council approve the Serpent River First Nation Limited Partnership's Q1 Financial Report for April 1 to June 30, 2026 as presented

Moved by	Justin Urquhart
Seconded by	Nicole Pelletier
CARRIED	By Consensus

- Council reviewed the SRFN Limited Partnership Q1 Financial Report for April 1 to June 30, 2026. The report provided financial results and budget comparisons for the Limited Partnership, Gas Bar, Trading Post, Business Centre and Agawa operations
- The report showed strong performance from the SRFN Gas Bar and Business Centre, while the Trading Post and Agawa reported quarterly losses
- The report noted an overall net profit of $140,151, an improvement from the $10,851 loss reported for the same period in the previous fiscal year
- Including Agawa, the quarter resulted in an overall net loss of $291,754, compared with the projected first-quarter loss of $406,640
- Councillor Trudeau identified an typographical error in the Trading Post financial notes (first sentence) regarding the year-over-year comparison
- Council approved the SRFN Limited Partnership Q1 Financial Report for April 1 to June 30, 2026 , as presented, with the above correction noted for the record

iii) Application for Appointment to the SRFN LP Board of Directors

MOTION: 2026-08-13-10
That Chief and Council accept the SRFN Limited Partnership Board of Directors' recommendation to appoint Brandon Meawasige to the Serpent River First Nation Limited Partnership Board of Directors

Moved by	Rebecca Csaszar
Seconded by	Nicole Pelletier
CARRIED	By Consensus

- Council reviewed a briefing note regarding an appointment recommendation to the SRFN Limited Partnership Board of Directors
- Following the resignation of Germaine Elliot, the vacancy was advertised to the community and two (2) applications were received
- The LP Board reviewed the applications, and recommended Brandon Meawasige for appointment to the vacant Director position
- Council approved the appointment of Brandon Meawasige to the SRFN Limited Partnership Board of Directors

c) Sponsorship Request - Indigenous Friendship Centre (IFC) Golf Tournament

MOTION: 2026-08-13-11 **That Chief and Council approve a Silver Sponsorship in the amount of $1,500 for the Indigenous Friendship Centre Annual Golf Tournament taking place on September 18, 2026 at Huron Pines Golf Club in Blind River**	
Moved by	Justin Urquhart
Seconded by	Angela Trudeau
CARRIED	By Consensus
- Council reviewed a briefing note regarding a sponsorship request received from North Shore Tribal Council (NSTC) for the Indigenous Friendship Centre (IFC) Annual Golf Tournament taking place on September 18, 2026 at Huron Pines Golf Club in Blind River - The funds raised each year assist the IFC in providing programming that supports the wellness and culture of Indigenous youth, Elders and families in the urban community - Council discussed the available sponsorship levels, as well as budget availability, and approved the Silver Sponsorship in the amount of $1,500; which includes a hole sponsorship sign, and recognition in the tournament program and on communication channels	

d) Hiring Recommendation for Trust Development Working Group (TDWG) Administrative Assistant

MOTION: 2026-08-13-12 **That Chief and Council approve the hiring of Cynthia Pelletier for the Administrative Assistant position for the Trust Development Working Group on a contract to December 18, 2026**	
Moved by	Justin Urquhart
Seconded by	George Coughlin
CARRIED	By Consensus
- Council reviewed a briefing note from the Trust Development Working Group (TDWG) regarding the hiring recommendation for the Administrative Assistant position - The position was initially posted and interviews were held in July; following an unsuccessful recruitment, the position was reposted and a second round of interviews was held on August 6, 2026 - The TDWG Hiring Committee recommended Cynthia Pelletier for the position, on a contract which is scheduled to conclude on December 18, 2026 - Council reviewed the recommendation and approved the hiring of Cynthia Pelletier for the TDWG Administrative Assistant position	

e) Appointment of ELNOS Board Representative

MOTION: 2026-08-13-13 **That Chief and Council hereby appoint Councillor Trudeau as Serpent River First Nation's representative to the ELNOS Board of Directors for the 2026-2027 fiscal term, succeeding Shirley McLeod, and authorize Councillor Trudeau to act on behalf of Chief and Council on matters relevant to this appointment**	
Moved by	Rebecca Csaszar
Seconded by	George Coughlin
CARRIED	By Consensus

- Correspondence was received from ELNOS which requested that Chief and Council nominate a representative to serve on the Board of Directors for the 2026-2027 fiscal term
- Councillor Angela Trudeau had previously been identified as the ELNOS Board representative through Council portfolio appointments in December of 2025
- Council confirmed the appointment of Councillor Trudeau to the ELNOS Board of Directors, succeeding Shirley McLeod
- A Band Council Resolution (BCR) was executed to formalize the appointment

f) Prevention-Focused Customary Care (PFCC) – Memorandum of Agreement (MOA)

- Council reviewed the 2026–2027 Prevention-Focused Customary Care (PFCC) Memorandum of Agreement and supporting documents, between Serpent River First Nation and Anishinabek Nation
- The agreement(s) provides annual funding for the PFCC program, which is designed to support First Nations in keeping children safely within their families, communities, and culture by providing flexible financial assistance to customary care arrangements before child protection intervention becomes necessary
- The 2026/27 agreement provides an allocation of $34,639.40 to support prevention-focused customary care programming for the April 1, 2026 to March 31, 2027 fiscal year
- Council authorized the execution of the agreement

g) Proposed Changes to Organizational Chart

MOTION: 2026-08-13-14
That Chief and Council approve in principle the proposed high-level organizational structure and direct the Director of Operations to complete a detailed review of positions, reporting relationships and operational requirements and bring an implementation plan back to Chief and Council for final approval

Moved by	Rebecca Csaszar
Seconded by	Justin Urquhart
CARRIED	By Consensus

- Council reviewed a briefing note which presented a proposed restructuring of the organizational chart to streamline reporting relationships and group related departments under broader service areas
- Several Director positions are currently vacant, providing an opportunity to review the existing structure rather than filling each vacancy
- The proposed high-level structure would include Director of Wellness, Community Development, Education, and Corporate Services, overseen by the Director of Operations
- The proposed changes are intended to strengthen accountability and coordination, reduce duplication, and identify potential cost savings
- Existing positions, responsibilities, funding and operational needs would be reviewed in consultation with the Human Resources Department prior to implementation

i) Director of Community Development Position

MOTION: 2026-08-13-15
That Chief and Council approve the restructuring of the Director of Lands and Director of Infrastructure positions into the Director of Community Development position, subject to the review and finalization of the

position description, responsibilities, reporting structure, funding and budget implications in consultation with Human Resources	
Moved by	Rebecca Csaszar
Seconded by	Angela Trudeau
CARRIED	By Consensus

- Subsequent to the approval in principle of the proposed high-level organizational structure (Motion No. 2026-08-13-14), Council was presented a briefing note to restructure the Director of Lands and Director of Infrastructure positions into one Director of Community Development position
- The proposed position would provide high-level oversight for Lands, Infrastructure, and related community development responsibilities, with the intent of improving coordination, accountability, and planning
- The Director of Infrastructure position is currently vacant, and the Interim Director of Lands has indicated their intention to return to their previous position
- The position description, responsibilities, reporting structure, funding, and budget implications will be reviewed and finalized in consultation with Human Resources prior to implementation

11) Community Questions and Answers:

- Community member raised concerns regarding a Certificate of Possession (CP) application that is currently paused and requested clarification on its status. Additional member(s) raised questions regarding CP matters. Chief advised the members to advise the Lands Department of the requests/concerns; it was also suggested that interested members consider participating on the Marten Doodem (Lands Committee)

- Community member inquired about the status of the Task Force(s). Chief advised that the need for the Task Force(s) would be reassessed and potentially revisited in the Fall, if required

- A community member raised concerns regarding proposed AI Data Centre development in Sault Ste. Marie and inquired whether Serpent River First Nation would be joining other First Nations in expressing support or concern. Chief advised that the organization has discontinued the internal use of AI and indicated that Council's approach to proposed developments with potential environmental impacts would remain consistent with its broader position on environmental protection

12) Next Meeting Date(s):

- Thursday, August 27, 2026

13) Adjournment:

MOTION: 2026-08-13-16 **That Chief and Council adjourn the Chief and Council Meeting of Thursday, August 13, 2026 at 8:18 PM**	
Moved by	Rebecca Csaszar
Seconded by	Angela Trudeau
CARRIED	By Consensus